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**Individual Characteristics and Job Satisfaction:
Measuring Relationships Described
in a Job Satisfaction Tripod Framework**

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Abstract

The present paper is concerned with the study of job satisfaction; specifically, job satisfaction of employees who are working for an Australian telecommunications company in Western Australia. As the title suggests, the specific focus of the paper is on the analysis of the relationships between an individual's characteristics and the level of job satisfaction. By the term 'individual's characteristics' is meant the personal characteristics of an individual such as age, gender and educational level. The current research emphasises the relationships between specific individual characteristics and the level of job satisfaction measured by two instruments, viz., the Minnesota Satisfaction Questionnaire (MSQ) and the Job Descriptive Index (JDI).

In this study, the author proposes a conceptual framework for analysing the determinants of job satisfaction. This conceptual framework - which the author has named the Job Satisfaction Tripod (JST) model - attempts to identify factors affecting the level of job satisfaction. Using the Job Satisfaction Tripod model as a framework for the analysis, the study is designed to explore the strength and the significance of relationships between independent variables such as age, gender, educational level, organisational tenure, managerial rank, and the dependent variable, job satisfaction level.

Background to the Study

Arguably, one of the earliest studies on employee satisfaction was the Hawthorne study at Western Electric, which led organisational research into the 'human relations movement' (Locke 1976; Topolosky 2000). "Two years after Mayo's preliminary report on the Hawthorne studies appeared, Hoppock (1935) published the first intensive study of job satisfaction" (Locke 1976, p.1299). Since that time, a substantial amount of research has been conducted on this topic (Rahim 1982; Vroom 1964). More recently, Blau (1999) suggested that job satisfaction could be the most frequently researched work attitude in organisational behaviour literature. However, as Gruneberg (1976) noted, despite the tremendous amount of information available, the findings related to the nature of job satisfaction were still inconclusive as the nature of job satisfaction was complex and the term was unclear among the researchers involved. Therefore, the current research was carried out to further examine the nature of job satisfaction and to add new findings from the Australian telecommunications company to the existing evidence regarding job satisfaction.

Looking at the vast body of research, analysis and publications, three major schools of thought in the field can be identified in relation to the factors conducive to employee job satisfaction. Locke (1976, p.1300) described these three historical trends in the following way:

*The **Physical-Economic** School emphasized the role of the physical arrangement of the work, physical working conditions and pay... The **Social (or Human Relations)** School, beginning in the 1930s, emphasized the role of good supervision, cohesive work groups, and friendly employee-management relations...The contemporary **Work Itself (or Growth)** School emphasizes the attainment of satisfaction through growth in skill, efficacy, and responsibility made possible by mentally challenging work.*

Based on the three major schools of thought, it is clear that the study of job satisfaction should encompass at least three essential elements, namely, physical conditions, a person, and the job itself. The proposed Job Satisfaction Tripod model is based largely on these three branches of enquiry.

Indeed, many psychologists and motivational theorists have done extensive research on job satisfaction and the nature of human needs (Hackman & Oldham 1975; Herzberg 1966; Maslow 1970; Porter, Lawler & Hackman 1975; Vroom 1964). Researchers have looked at job satisfaction from a variety of aspects and tried to formulate models and theories in order to explain the attitudes and mindset of workers. For instance, in his studies, Maslow (1970) asserted that at any point in time people were motivated to satisfy one of five important needs – physiological, safety, belongingness, esteem and self actualisation needs. According to Maslow (1970), the relative importance of needs varies depending on the individual's current state of well-being; thus, the emphasis on these needs varies from person to person. Although Maslow's hierarchy of needs theory is regarded as a motivational theory, it provides a basic stepping stone for further research related to job satisfaction. The major implication of Maslow's hierarchy of needs theory is that an individual's satisfaction can be influenced by different factors, depending on the individual's level in the needs hierarchy. Moreover, it implies that each individual is unique and, that, therefore, the level of job satisfaction can vary depending on the characteristics of individuals. Thus, the characteristics of individuals were considered as important when developing the Job Satisfaction Tripod Model.

Within the literature, one of the studies that focuses on job attitudes in general, and job satisfaction in particular, is the work of Herzberg, Mausner and Snyderman (1959). Herzberg, Mausner and Snyderman (1959) interviewed engineers and accountants about critical workplace incidents and analysed the responses. After the study, they concluded that two groups of factors, which they called 'motivators' and 'hygiene factors', influence job satisfaction levels (Herzberg, Mausner & Snyderman 1959). Five factors - achievement, recognition, work itself, responsibility and advancement - were identified as strong determinants of job satisfaction, and the major sources of job dissatisfaction were found to consist of company policy and administration, supervision, salary, interpersonal relations and working conditions (Herzberg 1966). Herzberg (1966, pp. 75-6) said,

The factors involved in producing job satisfaction are separate and distinct from the factors that led to job dissatisfaction...the opposite of job satisfaction would not be job dissatisfaction, but rather no job satisfaction, similarly, the opposite of job dissatisfaction is no job dissatisfaction, not satisfaction with one's job.

According to Herzberg (1966), the independent variables identified in the study of job satisfaction should not be mixed with those studied for job dissatisfaction. Furthermore, job satisfaction and job dissatisfaction are two separate dependent variables, each of which is influenced by a group of factors rather than determined by a single variable. Importantly, the two-factor theory pinpoints the complex nature of job satisfaction.

Vroom (1964) also contends that instead of treating job satisfaction as a single variable, it can be treated as a complex set of different variables such as supervision, the work group, job content, wages, promotional opportunities, and hours of work. Although researchers such as Herzberg (1966) and Vroom (1964) believe that job satisfaction is multidimensional in nature, they do not have unanimous agreement on what constitutes the dimensions of job satisfaction or on what factors really influence the degree of job satisfaction. Therefore, investigating a broad set of determinants of job satisfaction is still an important issue for industrial and social psychologists and academics. Consequently, in the present study, job satisfaction was treated as comprising a set of variables and different dimensions of job satisfaction were closely examined. This led the author to consider many different sets of variables such as demographic variables, situational variables and the job itself when developing the conceptual model.

Vroom (1964) asserts that job satisfaction should be assumed to be the result of the operation of situational work variables as well as personality variables such as motives, values and abilities. Similarly, Quarstein, McAfee and Glassman (1992) suggest two sets of variables that are believed to influence job satisfaction. These are 'situational characteristics', viz., pay, promotional opportunities, working conditions, company policies and supervision and, 'situational occurrences' which come as a surprise to an individual such as doughnut breaks

provided by the boss that can make a worker delighted (Quarstein, McAfee & Glassman 1992).

The views put forth by Vroom (1964), Quarstein, McAfee and Glassman (1992), and Herzberg, Mausner and Snyderman (1959) are similar in the way that they each identify two sets of factors in explaining the nature of job satisfaction. However, in reality, all these theories, are posing different points of view. For example, the two sets of factors proposed by Vroom (1964) are different from those identified by Quarstein, McAfee & Glassman (1992). Considering the proposition of Herzberg, Mausner and Snyderman (1959), their theory is clearly contradictory to those of other authors mentioned. For Vroom (1964) and Quarstein, McAfee and Glassman (1992), job satisfaction is simultaneously influenced by two sets of factors but, in Herzberg, Mausner and Snyderman's (1959) point of view, the two sets of factors are separate from each other; one being the set of factor conducive to job satisfaction and the other being sources of dissatisfaction. Nevertheless, the fact that Vroom (1964) and Quarstein, McAfee and Glassman (1992) emphasise the situational variables and Herzberg (1959) identifies the work itself illustrates that the situational variables and the characteristics of work are important determinants of job satisfaction. Therefore, the author determined to include 'situational variables' and 'job characteristics' in the proposed model.

Interestingly, researchers use many theoretical frameworks in order to better understand the nature of job satisfaction. For instance, one of the studies conducted by Agho, Mueller and Price (1993) used the Price-Mueller model, which proposed that job satisfaction was influenced by nine exogenous variables; routinisation, centralisation, instrumental communication, pay, distributive justice, promotional opportunity, role overload, and professionalism.

In responding to the criticisms of the established Price-Mueller turnover model, Agho, Mueller and Price (1993) revised part of the model that explained job satisfaction. Two-wave longitudinal research was carried out on a sample of 405 full-time and part-time employees of the Veterans Administration Medical Center (VAMC) in the USA (Agho, Mueller & Price 1993). After the study, Agho, Mueller and Price (1993) concluded that the combined effects of environment (opportunity), job characteristics (routinisation, distributive justice) and personality (positive affectivity, work motivation) variables need to be examined to understand the factors influencing employees' satisfaction. Again, the results from the research suggested the importance of environment or situational characteristics and job characteristics in determining job satisfaction. The 'job characteristics' and the 'situational variables', therefore, were included in the Job Satisfaction Tripod model.

Another study that focused on the determinants of job satisfaction was that of Reiner and Zhao (1999) in which they examined two sources of job satisfaction: demographic characteristics such as race, gender, educational level and age, and work environment characteristics such as skill variety, task identity, task significance, autonomy and feedback. Job satisfaction of 135 United States Air Force security police was measured using the Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin (Reiner & Zhao 1999). Findings indicated that, although age was positively associated with job satisfaction, neither ethnicity, gender nor education was statistically significant at the .05 level (Reiner & Zhao 1999). As a result, Reiner and Zhao (1999) contended that the work environment was a better predictor of job satisfaction than individual demographic variables. Based on the research mentioned, it seems that the study of demographic variables is of little value to the researchers who want to identify the determinants of job satisfaction. However, other studies emphasise the importance of demographic variables in determining the level of job satisfaction.

For example, Weaver (1980) and Rahim (1982) reported findings contradictory to the above studies. Weaver (1980) examined the job satisfaction of American workers from 1972 through 1978 and hypothesised that there was a positive association between job satisfaction and education, age, income, and occupation. Similarly, Rahim (1982) highlighted the significant influence of demographic variables on job satisfaction by arguing that females were more satisfied than males when income, age and education were controlled; and income and age positively affected job satisfaction when sex, marital status and job categories were controlled

through covariance. Paradoxically, researchers advocated contradictory points of view regarding the role of demographic variables in affecting the degree of job satisfaction. In any case, even though some demographic variables might not be related to job satisfaction level, some other variables are likely to have a significant relationship with the level of job satisfaction. For this reason, the 'individual's characteristics' or 'demographic variables' were included as one leg of the proposed tripod model.

The careful examination and contemplation of the above existing theories and research led the author of this study to suggest a conceptual model, which was tested in the current research. From the author's point of view, all the factors affecting the level of job satisfaction can be put into one of three different categories; namely, individual's characteristics, situational variables and job characteristics. The following model (see Figure 1) can best illustrate that proposed concept.

Figure 1 Job Satisfaction Tripod (JST): A Conceptual Model



The contention is that the level of job satisfaction is assumed to be influenced by three underlying factors, and hence it can be known as the 'Job Satisfaction Tripod' (JST). '*Individual's characteristics*' refer to the individual's demographic characteristics such as age, gender, educational level, and one's status/ position; for example, managerial rank, and amount of power held in the workplace and the society. Although researchers have a variety of assumptions with regard to the importance of demographic variables in influencing job satisfaction level, the present author included these variables in the proposed model, being in agreement with authors such as Rahim (1982) and Weaver (1980). The inclusion of demographic variables supports the concept of individual differences that has long been a major foundation for the field of industrial psychology (Argyris 1983) because it provides "... the basis of psychology, the science of human behaviour" (Dunnette 1966, p. 1).

The second element of the tripod, '*situational variables*', encompasses the working environment, pay, supervision, coworkers, and promotional opportunities. Smith, Kendall and Hulin (1969) validated the notion that factors such as the working environment, pay, supervision, coworkers, and promotional opportunities were vital in determining the level of job satisfaction. Moreover, Quarstein, McAfee and Glassman (1992) also recognised situational characteristics as an important dimension of the job satisfaction construct.

The last element, '*job characteristics*', refers to the nature of the job itself such as challenging, interesting, boring or routinisation of the job. Agho, Mueller and Price (1993) supported the view that job satisfaction was the function of job characteristics. In addition, this dimension is similar to the 'motivators' highlighted by Herzberg, Mausner and Snyderman (1959).

In essence, the Job Satisfaction Tripod model suggests that job satisfaction is a function of three essential elements – a person, a job and the environment. Indeed, the model attempts to integrate the vast body of existing literature related to job satisfaction. This, in fact, also reflects the three major schools of thought identified by Locke (1976). To illustrate this, the Physical-Economic School emphasises the environment or situational variables, the Social or Human Relations School focuses on a person or an individual, and the Work Itself or Growth School takes the nature of the job into account. Again, the three elements – a person, a job, and an environment - accentuated by these major schools are included in the Job Satisfaction Tripod Model. Putting it differently, each leg of the tripod model represents a particular tradition of the approach to job satisfaction.

The implications of the Job Satisfaction Tripod (JST) model are profound. First, the 'tripod' metaphor suggests that the job satisfaction of an individual depends largely on three legs of a tripod, namely, individual's characteristics, situational variables, and job characteristics. Therefore, the change in one of these three elements will inevitably affect the level of job satisfaction.

Second, each of the three elements of the JST is a complex set of many different variables rather than a single factor. Therefore, the constituents of these three elements need to be identified before studying the job satisfaction of an individual. Moreover, it also implies that the variables of each leg of the tripod are not separate but can interact with one another. For instance, the variables of an individual's characteristics such as age and tenure can be correlated to each other.

Third, the aforementioned legs of the tripod are also continually interacting with each other and, thus, forming a very dynamic state and making the job satisfaction construct very complex.

Given the highly intricate nature of job satisfaction and a broad coverage of the tripod model, not all elements of the model were examined in the current research. The present study explored only one dimension of the tripod model, individual's characteristics, due to time and resource constraints. In short, the study was a partial test of the proposed Job Satisfaction Tripod model. The key intention in this paper, therefore, is to highlight the effects of the individual's characteristics on the level of job satisfaction.

Methodology

To test the applicability of the Job Satisfaction Tripod model and to examine the relationships between job satisfaction and the selected 'individual characteristics' variables, a survey was planned to involve employees of a company in the Australian telecommunications industry.

The questionnaire comprised a composite adaptation of the Minnesota Satisfaction Questionnaire (MSQ) (Short-form) (Weiss et al. 1967) and the Job Descriptive Index (JDI) (Smith, Kendall & Hulin 1969). These two established instruments were used due to their appropriateness for the present study, their careful development and their well-known reliability and validity. The last part of the questionnaire gathered demographic information required for analysing the correlation between the dependent variable, the level of job satisfaction and the independent variables, individual's characteristics.

The job satisfaction level was considered as the dependent variable while individual's characteristics such as age, gender, educational level, organisational tenure and managerial rank were regarded as independent variables. The strength and significance of the relationships between the job satisfaction level and these individual's characteristics were tested using various statistical techniques, viz., Pearson correlation, Mann-Whitney test, Spearman correlation and multiple linear regression.

Since the survey employed two separate instruments, two different sets of data with regard to job satisfaction level were gathered. Each data set of job satisfaction level was used to perform a certain statistical analysis. In other words, the relationship between job satisfaction

level and a particular individual characteristic was tested twice using a different data set of job satisfaction level at each time.

In studying job satisfaction levels of employees who were working for a telecommunications company in Perth, Western Australia, fifty questionnaires were sent out; one for each member of the total of population of employees in Perth. Twenty eight out of fifty employees participated in the survey, yielding the response rate of 56%.

The limitation of the survey was related to the issue of 'generalisability'. "Generalisability refers to the probability that the results of the research findings apply to other subjects, other groups, and other conditions" (Ticehurst & Veal 2000, p. 24). Since the current research involved only members from the company working in Perth, the degree of generalisability might be somewhat limited to members of the company in other Australian states. To put it another way, the research findings may not be successfully transferred to other subjects working in different organisations and/or different industries and/or under different conditions. In addition, generalisation is difficult for the current research especially because the construct of interest, viz., job satisfaction, is very volatile in nature and can be changed according to the nature and condition of the situation (Kinicki et al. 2002). However, although the generalisability of the findings can be restricted to different circumstances, the care and thoroughness put into the development and implementation of the present research will deliver reliable and valid results for the tested population.

Survey Statistics

Of the twenty eight participants, fourteen were men, and the other fourteen were women. Regarding the age of respondents, the range was from 22 to 52 with a mean age of 33.6 years. Organisational tenure varied between one month and 120 months (10 years). The mean tenure was 40.79 months.

An almost equal number of respondents belonged to each group based on educational qualification; the major qualification being the Bachelor's degree attained by almost half (42%) of the respondents who completed the question related to educational qualification, followed by secondary qualification (32%) and diploma/certificate qualification (26%).

Of the twenty three participants who indicated their managerial rank, eighteen were non managerial personnel and five of them can be considered managerial staff members. In the study, managers were defined as those who normally supervised others in their day-to-day activities and had titles such as Senior Project Manager, Administration Manager and State Sales Manager. Non managerial personnel were those who did not manage others and had titles that ranged from Receptionist to Sales Executive. In the present research, the size of the non managerial group was almost four times as large as that of the managerial group which comprised approximately 22% of the total respondents who mentioned their rank. It was a reasonable proportion given that relatively few managerial positions were available in the tested population in Western Australia.

Research Findings Related to MSQ

Age

A Pearson correlation coefficient and the significance test demonstrated that age had no significant relationship with general satisfaction. This finding coincided with the findings of Ronen (1978) who pointed out the absence of a significant age-job satisfaction relationship. However, it contradicted the findings of other authors such as Hulin and Smith (1965), Muchinsky (1978), and Bernal, Snyder and McDaniel (1998).

Nevertheless, age became a significant predictor of job satisfaction level when a multiple linear regression analysis was performed. It showed that age was correlated with the level of job satisfaction when other independent variables were controlled in the analysis. The resultant regression equation suggested that the older the employees, the more satisfied they

were with their jobs. If there really was a relationship between these two variables, it might be due to their changing career expectations as they moved through the different stages of life. The younger employees might have very high expectations with respect to their jobs in the early days of their career while older employees might be much more content with the jobs as long as their basic needs were being satisfactorily met. Moreover, the potential mobility of older workers to another organisation might be limited, thereby reducing the alternatives available for them and, thus, their perceived fairness or satisfaction of the job might be increased.

Gender

There was no significant difference between men and women in the level of general job satisfaction. The findings agreed with those of Brief and Oliver (1976), Smith and Plant (1982), and Oshagbemi (2000a); contradictory results were reported by Forgieonne and Peeters (1982), and Varca, Shaffer and McCauley (1983).

Education

The relationship between educational level and the general satisfaction was significant at the .10 level and a negative correlation of .435 was observed. This result followed the findings of Janssen (2001), Nguyen and Napier (2000) and Saiyadain (1985) who also postulated a negative relationship between educational level and job satisfaction.

The negative correlation between educational level and job satisfaction level might be due to the fact that people with higher qualifications have higher expectations of their jobs, in particular, and of their lives, in general. Their perceptions and attitudes can be influenced by their high career aspirations. Based on Maslow's (1970) hierarchy of needs theory, those people are likely to have higher-order needs, and the deprivation of these higher-order needs such as esteem needs and self actualisation needs can seriously affect their satisfaction level. Moreover, as Vroom (1964) suggested, job satisfaction was a function of a perceived difference between what was expected as a fair and reasonable return and what was experienced. Therefore, the higher the expectations of individuals, the more likely they are to be less satisfied with their jobs, holding other things constant. Indeed, changes in expectations can have a profound impact on the perceived satisfaction of employees.

Organisational Tenure

Organisational tenure was negatively correlated (Pearson correlation = -.428) with the general satisfaction level and the relationship was significant at the .05 level. The finding was similar to that of Bedeian, Ferris and Kacmar (1992). Interestingly, however, the construct of the relationship was different from the one reported by Oshagbemi (2000b) who discovered a positive relationship between the two variables involved.

The result in the present study suggested that employees became less satisfied with their current jobs as their service length with the company increased. The possible reason was that people might perceive their day-to-day tasks as boring or less challenging if they had to repeat these tasks everyday for a long period. On the other hand, the new employees appeared to find their jobs interesting because everything in the early days of their service was novel and they had an opportunity to learn many things. In addition, the likely presence of limited promotional opportunities within the organisation would also explain the noted negative relationship between organisational tenure and general job satisfaction level.

The noted relationship between organisational tenure and general satisfaction level seems contradictory to the above reported positive age-satisfaction relationship. However, it should be noted that positive age-satisfaction relationship was identified only when other independent variables were controlled in the multiple linear regression analysis. In other words, age is positively associated with job satisfaction level when organisational tenure is held constant. Similarly, in theory, organisational tenure is negatively associated with job satisfaction when age remains the same. In practice, where both variables are changing together, the resultant relationship will depend on whether age or organisational tenure has a stronger influence over job satisfaction level.

Managerial Rank

There was no significant difference in the general satisfaction level between the managerial and the non managerial groups. This finding matched that reported by Duke and Sneed (1989).

Research Findings Related to JDI

Age was found to be significantly related (Pearson correlation = .436) to the satisfaction level measured by the JDI when tested by the Pearson correlation method. Moreover, when studying the correlation between age and satisfaction in five dimensions of the JDI, work dimension had a significant relationship with age (Pearson correlation = .453). It suggested that older workers were more satisfied with the intrinsic aspects of the job than the younger workers were.

Multiple linear regression analysis established that organisational tenure was negatively correlated with the job satisfaction level. Again, the possible reasons for these apparent relationships might be due to routine tasks and limited promotional opportunities.

Interestingly, the analyses showed that educational level was not statistically significant in the JDI overall score. Additionally, there were neither gender differences nor differences in the managerial and non-managerial groups.

Linear Models

Multiple regression models verified that age and organisational tenure could serve to some extent as predictors of overall job satisfaction. This contrasted with the earlier statistical tests in which neither age was significantly related to MSQ general satisfaction nor organisational tenure related to JDI overall satisfaction scores. Possibly, the apparent relationships were due to the control of other variables included in the multiple regression analysis. Since multiple linear regression analysis controlled the influence of other independent variables on the tested variable, the significance of the variables which were not distinct in previous tests, might become apparent.

Looking at the R-squared value of the two regression models, about 29% of the variation in the MSQ general satisfaction level and nearly 38% of the change in the JDI overall satisfaction level were explained by age and organisational tenure. These figures suggested that there were still other factors not included in the regression equation that could influence the level of job satisfaction. Indeed, the results indirectly confirmed the Job Satisfaction Tripod model in as much as the specific set of individual characteristics was not the sole consideration affecting the job satisfaction level. To illustrate this point, individual's characteristics represents merely one of the three dimensions of the Job Satisfaction Tripod model which suggests also taking into account the job characteristics and the situational variables when analysing the nature of job satisfaction. In fact, the portion of change in the job satisfaction level that could not be explained by the regression equations based on the specific set of individual characteristics might be attributed to the influence of other factors in the study, viz., job characteristics and situational variables, and other personal characteristics of an individual not tested in the study.

All the above findings are valid for the tested population; i.e., employees of a telecommunications company branch in Perth. However, the definite judgement with regard to other populations should not be made until further research on these populations is conducted.

Evaluating the Job Satisfaction Tripod

As discussed earlier, chronological age and educational level will have an inevitable impact on the expectations of individuals and, therefore, the perceived fulfilment of expectations

towards their jobs will be affected. On the other hand, the length of service within the organisation can change the perceptions towards and perceived return from the job, thereby affecting the level of job satisfaction. This demonstrates the fact that whenever there is a change in elements of the Tripod, the job satisfaction level is affected; it validates the applicability of the proposed model.

Based on the findings, it appeared that some individual characteristics had an impact on the job satisfaction level of an individual. Furthermore, the analyses also suggested the possible interactions among a variety of these variables. To demonstrate that, the relationship between MSQ satisfaction and age was not significant in the Pearson correlation test, but a relationship became apparent when other variables were controlled for in the regression analysis. Similarly, the relationship between the JDI satisfaction and the organisational tenure was obvious when other variables were controlled for in the analysis. The results were noteworthy because they highlighted the dynamic nature of variables incorporated in the Job Satisfaction Tripod model. Indeed, it was believed that there were instantaneous interactions among three sets of variables of the model which, in turn, suggested the model's capacity to uphold the complex nature of a job satisfaction construct.

Regarding the Job Satisfaction Tripod (JST) model, at least three key features have been confirmed. First, the research results confirmed that some personal characteristics of an individual were correlated with the level of job satisfaction. Second, the present study highlighted that 'individual's characteristics' was not the sole factor affecting the job satisfaction level, suggesting the possible influence of other elements of the tripod model such as 'job characteristics' and 'situational variables'. Third, the study demonstrated that each leg of the tripod was a set of several factors and these factors were continually interacting with each other. In short, the contribution of the proposed Job Satisfaction Tripod (JST) model to the existing knowledge field is promising, though further research is needed before the value of whole model can be demonstrated.

Recommendations and Conclusion

Further research on job satisfaction is greatly encouraged because various types of research are necessary to understand the complex nature of job satisfaction. Since job satisfaction is a dynamic state of an individual's feelings, the cross-sectional study of the construct at a point in time is unlikely to be sufficient in explaining the nature of job satisfaction. In other words, individuals' feelings towards their jobs will vary depending on time and circumstances; thus, an extended longitudinal study that focuses on the long-term investigation of job satisfaction is deemed advisable, even necessary.

The current research was concerned solely with employees working for a particular telecommunications company in Perth. Therefore, a further survey that studies people from different industries, in different geographical areas or different cultural contexts could also be useful. In short, the study of job satisfaction in different organisational and research settings is still required in the academic field.

The Job Satisfaction Tripod (JST) was tested, partially, in the present research. The researcher strongly recommends that future research be conducted to test the other dimensions of the Job Satisfaction Tripod. Additionally, it might be useful to study the relationship between the job satisfaction level and individual's characteristics other than the five variables studied in the current project.

In conclusion, a small number of attempts has been made to provide a framework for analysing determinants of job satisfaction. The controversial findings in the extant literature signify a need for such a framework. Indeed, developing a model that integrates the existing findings and that highlights the determinants of job satisfaction will invariably expand the boundaries of knowledge in a variety of disciplines relevant to job satisfaction.

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